

The University of Utah
Career & Organization Education
1901 E. So. Campus Dr. #2133
Salt Lake City, Utah 84112-9359

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**DEVELOPING AND DELIVERING EFFECTIVE
MESSAGES WHICH POLICYMAKERS WILL HEAR**

Emily Christensen and Bridget Fare
Mar. 19 and 26, Murray/Cedar Park U of U

Do you have a message that you would like to send to the public or policymakers? Is the right message being sent the right way? This course will teach you how to effectively develop your message and communicate it to policymakers so that they will not only hear your message, but they will listen to what you have to say. This course will review the basics of media relations, message development, audience identification, interest-group politics, and coalition building. Policymakers need information from the public in order to make informed and good decisions. Your organization may have the information it needs to make public policy decisions. Throughout this course you will have the opportunity to discuss communications strategies with other individuals working in respective fields so that you and your organization can make a difference in the policymaking process.

**MANAGING GOVERNMENT INFORMATION WITH
TECHNOLOGY**

Richard Morrey
Apr. 2 and 9, Murray/Cedar Park U of U

The public administrator is required more than ever before to make decisions regarding information systems and computing technology in a climate where the factors change very rapidly. Often the cost of making the wrong decision or making no decision at all overshadows the cost of many opportunities. Still, governmental agencies must stay abreast of the changing computing world. This course is designed to provide nontheoretical, practical application experience with exposure to the

latest technologies and directions in computing industry applications. We will focus on understanding the local government organization, departmental characteristics, and information needs even as we analyze the advantages and disadvantages of today's technology.

ADDITIONAL INFORMATION AND REGISTRATION
To register online, or for more information, visit the Academy Web site, www.continue.utah.edu/careers, or call (801) 585-1780.

Tuition
\$129 per class. Each six-hour class will be held over two consecutive sessions. Classes are 5:30 to 8:30 p.m.

Tuition Discounts
University of Utah employees receive a 50 percent tuition discount. Also, professionals earning a Certificate of Public Excellence may be eligible to claim a Lifetime Learning Tax Credit for a portion of tuition and fees.

COURSE LOCATION AND DIRECTIONS
MURRAY/CEDAR PARK 801-266-5341
5282 South 320 West, Suite D110

Time from exit: 2 minutes
Exit I-15 at 4500 South. Head east to Commerce Drive (the frontage road); then turn right (south) to 5282 South, turn right (west) into the Cedar Park complex; Murray U of U is at the north end of the complex. Free parking available.

This location is easily accessible by TRAX/UTA.

THE UNIVERSITY OF UTAH
CONTINUING EDUCATION

Intermountain Academy for Public Excellence Certificate Series



www.continue.utah.edu/careers

EARN A CERTIFICATE OF PUBLIC EXCELLENCE

Working in the public interest poses challenges those in the private sector might never face. These are the times that call for intelligent decision makers who know how to work efficiently under pressure.

The Intermountain Academy for Public Excellence is dedicated to improving the education and excellence of public sector managers and employees.

- Courses are designed to educate individuals and agencies at all levels of government on trends in public sector administration:**
- **outcomes-focused management**
 - **public affairs and advocacy**
 - **sound budget and finance skills**
 - **leadership and productivity**

Those who complete five core courses and at least four other electives will receive a Certificate of Public Excellence for completing the series. Scheduling courses is never a problem because the Academy will come to your agency and tailor its training to fit your organization’s needs.

The Intermountain Academy for Public Excellence has been created to bring public sector education to life in public organizations across the State of Utah and the Intermountain West. The Academy invites you to participate in this new program jointly created by Academic Outreach and Continuing Education and the Center for Public Policy and Administration at the University of Utah.

AREAS OF EMPHASIS

Public Affairs Electives

- Role of Advocacy in Public Policy
- Working Effectively with the Media, Elected Officials, and Interest Groups
- The Art, Science, and Mystery of Public Service Collaboration
- Developing and Delivering Effective Messages Which Policymakers Will Hear

Managerial Leadership and Productivity Electives

- Satisfying Citizens and Customers
- Managing Government Information Through Technology
- Productivity Through People
- Doing More with Less

Budget and Finance Electives

- Understanding Public Budgeting, Building Successful Strategies
- Contracting for Public Services
- Winning Through Coalitions
- Public Service Budgeting—More Than Just Revenues and Expenses

CORE COURSES

Classes meet 5:30 to 8:30 p.m.

OUTCOMES-FOCUSED LEADERSHIP

Steven Shaha

Mar. 25 and Apr. 1, Murray/Cedar Park U of U

Learn how organizations become more successful through the power and benefits of alignment. Outcomes-focused leadership is a straightforward and pragmatic approach to achieving organizational alignment based on key principles and methods. It joins principles of communication and performance measurement and data reporting to improve fact-based decision making. The result is increased employee performance and morale, and maximized leadership effectiveness.

MEDIA STRATEGIES FOR GOVERNMENT ORGANIZATIONS

Phil Kirk and Nadine Wimmer

Mar. 27 and Apr. 3, Murray/Cedar Park U of U

This course will explore the complicated marriage between the media and government organizations. At first glance, the media

and the government appear to make for strange bedfellows. In truth, the media serves to give a face to government organizations even as it allows them to meet deadlines and build relationships—crucial factors in doing a job well. It will reveal the common ground between the two groups as well as the messages that are vital to both.

ETHICS, LEADERSHIP, AND SERVICE

Richard Green

Apr. 8 and 15, Murray/Cedar Park U of U

Inevitably, public officials who depend on one another run into surprising and often unpleasant situations that build conflict and impede teamwork. Learn from case studies how to handle these situations constructively, in ways that facilitate interdependence, increase productivity, and improve relationships. In addition, learn how to use these difficult situations (they happen even in the best agencies) as diagnostic guideposts to bring about constructive change.

CREATIVITY IN THE PUBLIC ORGANIZATION

Sandi Parkes

Apr. 10 and 17, Murray/Cedar Park U of U

This course will examine the practical and theoretical implications of applying thinking and creativity models to public organizations. Because actions within public organizations are typically mandated, and are held to very high standards of responsibility, the application of nontraditional thinking approaches poses some interesting questions. This course will examine these questions through theoretical exploration, seminar participation, and hands-on activities. Students will explore new and different methods of thinking about a variety of organizational issues and their application to public administration. Students will demonstrate their mastery of the material by completing a course portfolio. The portfolio assignment will require students to synthesize, analyze, and apply the information from the course into their personal and/or professional lives. *'Nowadays people who say it can't be done are being interrupted by someone else doing it.'* --author unknown

RESOLVING CONFLICT, CREATING TEAMS, BUILDING CONSENSUS

Arnold “Oz” Rothermich

Apr. 16 and 23, Murray/Cedar Park U of U

This course will introduce participants to the role of ethics in public service. A variety of cases and scenarios are used to illustrate how different kinds of ethics are applied in public settings and what strengths and weaknesses come with them. Students will gain an appreciation of the ethical values, concepts, and dilemmas relevant to public office. They will also learn how ethics can inform, temper, and restrain leadership in public organizations.

ELECTIVE COURSES

CONTRACTING FOR PUBLIC SERVICES

Kerry Steadman

Feb. 4 and 11, Murray/Cedar Park U of U

Interested in exploring the idea of contracting for services rather than providing them through a government system? Learn the basics including the types and kinds of contracts, what rules govern contracting in the public sector, when to contract, and components of an effective contract. Participants will be asked to obtain and evaluate copies of public contracts. Using recent experiences of public contracting for services, Mr. Steadman will help participants assess how well contracts for services met the governmental organization’s expectations. Participants may be asked to contact public agencies that contract for services to gain their perspectives.

WINNING THROUGH COALITIONS

Mike Zuhl

Feb. 6 and 13, Murray/Cedar Park U of U

With tight budgets and multiple actors affecting public policy, cultivating support for budgetary and policy objectives is imperative. Public administrators can use their constituencies to increase opportunities for success in the budgetary and policy arenas. Participants in this class will examine successful coalitions and have the opportunity to work on and present their own strategies for building such partnerships. This course will focus on choosing clear objectives that potential allies can support; devising strategies for using their support; and executing a plan to achieve success.

PUBLIC SECTOR BUDGETING: MORE THAN JUST REVENUES AND EXPENSES

Chris Hillman

Feb. 18 and 25, Murray/Cedar Park U of U

Want to understand and implement efficient and creative budgeting practices? The goal of this class is to teach managers how to create an entire budgetary process that immediately provides crucial funding information. The class will begin with the basics of budget creation (such as learning revenue forecasting tools and practices that include simple and multivariable linear regression models) and will progress into in-depth discussions on creating internal service funds, prioritizing workload expansion requests, and balancing ongoing vs. onetime revenues/expenditures. What’s more, the class will move beyond the numbers and discuss political sensitivities of the budget process along with some suggestions of ways that managers should work with decision makers (Boards of Directors, City Councils, etc.) in order to turn a proposed budget into an approved budget with little or no revision.